



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

IN REPLY REFER TO

OPNAVINST 1500.72D
N3/N5
25 May 2000

OPNAV INSTRUCTION 1500.72D

From: Chief of Naval Operations
To: All Ships and Stations (less Marine Corps field
addressees not having Navy personnel attached)

Subj: NAVY FEDERAL EXECUTIVE FELLOWSHIP, HUDSON FELLOWSHIP, AND
SECRETARY OF DEFENSE FELLOWS PROGRAMS7

Ref: (a) CJCSI 1800.01 (NOTAL)
(b) MILPERSMAN Article 1520-010
(c) DoD Directive 1322.23 of 2 Sep 95 (NOTAL)
(d) DoD Directive 1322.6 of 24 Feb 97 (NOTAL)
(e) DoD Directive 1322.10 of 31 Aug 90 (NOTAL)

Encl: (1) Application Procedures
(2) Sample Curriculum Vitae

1. Purpose. To provide information, policy and procedural guidance for the Navy Federal Executive Fellowship (FEF), the Hudson Fellowship, and the Secretary of Defense Fellows (SDF) Programs. This instruction has been extensively revised and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 1500.72C.

3. Background

a. **Navy Federal Executive Fellowship (FEF)**. The Navy FEF program was established in 1971 for the purpose of providing the opportunity for officers to gain an improved understanding of the formulation and conduct of foreign policy and the intricacies of the decision making processes at the highest levels of government. These officers will be subsequently available for some of the Navy's most demanding and challenging billets in the areas of strategic planning and politico-military affairs. To support this program, Navy has accepted invitations to provide Navy Fellows on an annual basis to the following universities and institutions which currently comprise the FEF program:

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(1) The American Enterprise Institute for Public Policy Research (Washington, DC)

(2) The Atlantic Council of the United States (Washington, DC)

(3) Boston University Institute for the Study of Conflict, Ideology and Policy (Boston, MA)

(4) The Brookings Institution (Washington, DC)

(5) Center for Strategic and International Studies (CSIS) (Washington, DC)

(6) The Council on Foreign Relations (New York, NY)

(7) Massachusetts Institute of Technology (MIT) Security Studies Program (Cambridge, MA)

(8) The Department of State Foreign Service Institute (Washington, DC)

(9) Harvard University Weatherhead Center for International Affairs (Cambridge, MA)

(10) Harvard University National Security Fellows Program (Cambridge, MA)

(11) Harvard University Olin Institute for Strategic Studies (Cambridge, MA)

(12) Hoover Institution on War, Revolution, and Peace (Palo Alto, CA)

(13) The RAND Corporation (Santa Monica, CA)

(14) Tufts University Fletcher School of Law and Diplomacy (Medford, MA)

b. **Oxford University's Hudson Fellowship.** This Fellowship was established in 2000 in conjunction with the Royal Navy and Royal Marine Fellowship to provide officers educated in the areas of international relations and foreign policy. It is

named for LT Guy Hudson, RN, who endowed the fellowship. Officers participating in this fellowship should expect a follow-on assignment to challenging billets in the areas of strategic planning or politico-military affairs.

c. **Secretary of Defense Fellowship (SDF).** The SDF Program was established in 1995 to foster innovation in the Services and the Department of Defense by providing future senior officers with first hand experience with the strategic management practices of innovative American corporations. Each year, the Secretary of Defense chooses corporations to host fellows. Officers participating in this program will utilize their experiences to improve innovation in the Navy in a subsequent shore tour.

4. Fellowship Descriptions. Assignments to the FEF program will be for 1 year commencing each August. The Hudson Fellowship will follow the same timeline as the FEF program. Assignments for the SDF program will be for 10 months commencing each fall. In accordance with references (a) through (d), successful completion of the FEF, Hudson, or SDF program is considered the equivalent of attendance at an intermediate or senior Service college, depending on the institution attended and the rank of the Navy Fellow. However, Joint Professional Military Education (JPME) credit is not awarded for fellowships. A short description of each fellowship follows:

a. **FEF**

(1) **The American Enterprise Institute for Public Policy Research.** A non-partisan, non-profit, publicly-supported research and educational institution that provides a select group of scholars, public officials, business leaders, journalists and others a free and open forum to debate vital issues of public policy. Fellows pursue independent research projects and participate in Institute studies, conferences, and seminars on a wide range of issues.

Requirements: 04-06; advanced degree and/or experience relating to either National Security Affairs, Strategic Planning or Navy Program Planning.

(2) **The Atlantic Council of the United States.** A non-profit, educational organization that maintains close working relations with comparable organizations in other countries of

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the North Atlantic Treaty Organization (NATO) and the Organization for Economic Cooperation and Development (OECD). The Fellowship program allows senior level officers from U.S. Government departments and agencies, the private sector, organized labor, the media and the university community the opportunity to expand their understanding of international affairs through individual study and research and participation in the Council's various study groups. Fellows are exposed to a wide range of political, economic, security and information problems and the means of dealing with them. They work with present and former civilian and military government officials, business leaders, and academics who comprise the Council's Board of Directors and its committees and working groups.

Requirements: 04-06.

(3) **Boston University Institute for the Study of Conflict, Ideology and Policy.** The Institute focuses on conflict-prone societies that confront periods of crisis. Its current work concerns domestic, especially ethnic, tensions, and international problems facing decision makers in the former Soviet Union, its former allies and surrogates. The Institute is research and publication-oriented in the areas of the international security environment of the U.S. and the West, and the security structure, personnel and policy trends within the former Soviet Union and their effect on international security. The Institute has established and developed a sophisticated, automated information system on the former Soviet Union that constitutes the largest unclassified database of its type in the West. The Institute's many contacts in Russia provide unique insights into policy making and policy trends. Fellows at the Institute enhance the program by adding a naval and global perspective gained through their operational and doctrinal backgrounds. This reinforces the Joint Service approach to national security.

Requirements: 04-05; should have National Security education/experience concentrated in Russian-East European studies, and Joint Staff experience.

(4) **Brookings Institution.** The Brookings Institution is a private non-partisan, non-profit organization devoted to research, education and publication in economics, government, foreign policy and the social sciences. Its principal purpose

is to bring knowledge to bear on the present and emerging public policy problems. The Brookings FEF program is designed to afford an opportunity for independent study and research for senior men and women from the executive branch of Federal, State and local government for the purpose of increasing their knowledge, proficiency and skill, and to permit government executives to make research contributions to public policy issues. The Navy Fellow is generally associated with the Defense Policy Group and participates in ongoing Institute studies. Additionally, each Fellow is expected to pursue a personal research project on a topic of choice and to present an in-depth, analytical paper for discussion by the Institute and its resident Fellows.

Requirements: 05-06: Operations Analysis/Politico-Military affairs education/experience and Washington, DC experience.

(5) **Center for Strategic and International Studies (CSIS).** CSIS is a non-profit, interdisciplinary, research organization and forum concerned with the international implications of present and prospective foreign and domestic issues. The Center's goal is to aid the nation's leaders and citizens by alerting them to emerging problems and by gathering together people with insight and knowledge to discuss solutions. The Center is well-equipped to function in an interdisciplinary and nonpartisan fashion and to take a long-range view which contemplates unanticipated consequences that frequently lie outside the policy maker's line of vision. The Navy Fellow at CSIS actively participates in all Center programs, research projects, seminars, and conferences. In addition, the Navy Fellow is expected to contribute analytical papers on issues under study by the Center as well as to provide research support and assistance to the Center's resident scholars and Fellows.

Requirements: 05-06; politico-military subspecialist desired.

(6) **The Council on Foreign Relations.** A privately-funded, non-profit and nonpartisan educational and research organization that provides a unique forum which brings together leaders from the academic, public and private worlds with the purpose of: Breaking new ground in the consideration of international issues; helping shape American foreign policy in a constructive, non-partisan manner; and providing continuing leadership for the conduct of our foreign relations. Fellows of the Council participate in various study groups, research

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projects, conferences, and seminars during their tenure.

Requirements: O6 (O6 selectees); must have experience in politico-military affairs. Although not required, an applicant should be of major command potential (either serving in or completed major command). This institution requires an additional interview for selection.

(7) **MIT Security Studies Program (SSP).** SSP is an interdisciplinary graduate-level research and educational activity that focuses primarily on the technical and institutional aspects of security policy. In addition to a full range of graduate courses and seminars, SSP sponsors several research groups on topics ranging from alternative national strategies to techniques for measuring regional balances of power. Fellows participate as full members in a research working group of his or her choice. As an affiliate of this program, fellows also have privileges to attend all seminars and lectures at MIT.

Requirements: O4-O5; experience in international security and national security policy desired.

(8) **U.S. Department of State Foreign Service Institute.** The Executive Seminar in National and International Affairs at the Foreign Service Institute brings together a select group of senior career officers and provides them the opportunity to identify, analyze, and reflect on major developments and trends in the United States and abroad which should be weighed in the decision making process at the national level. The fundamental assumption of the seminar is that the qualifications of its members for senior career management and advisory roles in the government will be enhanced by the intensive program of lectures, readings, group discussions, travel and case studies that the seminar offers.

Requirements: O6 (O6 selectees).

(9) **Harvard University Weatherhead Center for International Affairs.** The Harvard Fellow program is directed to exceptional, experienced individuals with demonstrated capacity for independent thought and analysis. The program is composed of senior officials from various countries engaged in international affairs who spend the academic year in advanced

study and research at Harvard. Each Navy Fellow is free to pursue his or her own interests during the year, but each is expected to write at least one serious analytical paper on a topic of choice for discussion at a Center seminar.

Requirements: 06 (06 Selectees); experience in national security, foreign policy, arms control and related issues are desired. This program requires an additional application from the officer selected to attend.

(10) **Harvard University National Security Fellows Program.** The National Security Program is located at Harvard University's John F. Kennedy School of Government and is directed to military officers at the O5/O6 level and senior civilian officials. Fellows study foreign and defense policy and a range of national security issues including strategy, joint matters, systems acquisition, arms control, the budget process and management techniques. The work is war college level and includes an academic curriculum, outside speakers, and practical exercises. Each Navy Fellow is expected to participate in a group-effort writing of a major paper for the national security community.

Requirements: 05-06; must have experience in politico-military affairs, national security affairs, or strategic planning.

(11) **Harvard University Olin Institute for Strategic Studies.** The John M. Olin Institute for Strategic Studies conducts research on crucial topics of national security and strategy, with a view to illuminating the security problems confronting the United States and its allies. Fellows will be exposed to a wide range of thinking on broad issues of national strategy, international affairs, and U.S. defense policy. Each Navy Fellow is expected to produce an in-depth, analytical paper, and to participate actively in the intellectual life of the Institute, taking part in seminars, presenting papers, and discussing the work of their colleagues.

Requirements: 05-06.

(12) **The Hoover Institution on War, Revolution and Peace.** The Hoover Institution at Stanford University is a multi-discipline research center with major programs in international, domestic and national security affairs studies. Fellows pursue independent research projects and participate in

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Institute studies, conferences, and seminars on a wide range of issues, while at the same time providing a "real (defense) world" military perspective to resident Institute scholars and academicians.

Requirements: 04-06.

(13) **RAND Corporation.** A private, non-profit organization, established in 1948 as a program of scientific research and analysis. RAND conducts studies concerned with the security and public welfare of the United States. Work at the Corporation involves most of the major disciplines in the physical and social sciences with emphasis on their application to problems of policy and planning domestic and foreign affairs. Fellows pursue independent research projects and participate in corporation studies, conferences and seminars on a wide range of issues.

Requirements: 04-06.

(14) **Tufts University Fletcher School of Law and Diplomacy.** The Tufts Fellow program is directed to exceptional, experienced individuals with a demonstrated capacity for independent thought and analysis. Fellows in the international field must possess a sound knowledge and understanding of the international environment--legal, economic, political, historical, cultural--in which governments, international organizations, and private institutions conduct their international activities. Full recognition must be given to: The realities of national power, military force, and peacekeeping; the problems of the developing world, energy and resources; the roles of international law and international organization; the impact of communication and history upon current perceptions and policies; and the interaction of civilization and cultures.

Requirements: 05-06; education/experience in international security and national security affairs desired.

b. **Oxford University's Hudson Fellowship.** The program focuses on international security issues, with courses in strategic studies, the history of modern warfare, and foreign policy, as well as seminars, research, and attendance at other courses desired by the Fellow. The Hudson Fellow is hosted by

St. Antony's College at Oxford University, which specializes in international affairs.

Requirements: 05-06 (06 is preferred); education/experience in international affairs and/or national security affairs desired.

c. **Secretary of Defense Fellows.** A senior executive, usually one step below the Chief Executive Officer, is chosen to mentor the Fellows. Corporations are chosen based on their reputation for insightful long-range planning, organizational innovation, and adaptation, as well as a willingness to challenge their basic assumptions. Corporate Sponsors change each year. Past choices include leading defense, software, and power companies.

Requirements: 05-06; no requirement for experience or education in innovation or technology.

5. Policy

a. **General.** Navy's Fellows programs help fill the requirement for senior-level officers knowledgeable in politico-military affairs, strategic planning, and innovation. In so doing, the programs broaden the experience level of the individual officer and enhance Navy's ability to fulfill effectively its role in the national policy development process and revolution in business affairs. Navy assigns a high priority to selecting only the most outstanding officers with demonstrated potential for these programs, with the firm intent of subsequently using them in key billets of high value to Navy. Eligible officers are encouraged to apply each year that their career progression will support.

b. **Eligibility.** Fellowships will be awarded on a competitive basis to active duty unrestricted line and restricted line officers, in the permanent grade of lieutenant commander and above, at the time of the selection board, who have demonstrated sustained, exceptional levels of performance and clear potential for further assignments in the most critical billets in the subspecialty areas of politico-military affairs, and strategic planning. SDF Program will also be open to Supply Corps officers. As previously indicated, several of the fellowships are limited to officers in the grade of commander and/or captain. Although not required for application, an appropriate subspecialty, related post-graduate education and/or

staff level experience is desired. Fellowships are considered Service college equivalent, but previous attendance at a Service college does not preclude eligibility for this program. Fellowships do not provide JPME certification. Amplifying information concerning the programs will be provided prior to the annual selection board in OPNAV 1560 series notices.

c. Selection Procedures

(1) The Fellowship Program Selection Board will be convened annually by the Chief of Naval Personnel (CHNAVPERS) (PERS-00). Selection Board members will be chosen by standard selection board procedures.

(2) Applications will be submitted to PERS-440 in compliance with enclosures (1) and (2). Selection will be based on career performance, academic qualifications, promotion potential, needs of the Service and availability.

(3) **Officers selected to serve as a Fellow will be required either to accept or decline the fellowship assignment within 30 days of the release of the selection board results.** Thereafter, selectee-initiated requests to decline a fellowship assignment will not normally be approved. Openings will be filled with alternates in accordance with their order of selection by the Selection Board and the pay-grade requirements of the institutions. **Alternates will have 14 days to decline an offered fellowship position.** Thereafter, alternate-initiated requests to decline will not normally be approved.

d. Obligated Service. Officers participating in the Fellowship programs may not resign from the Service while in the programs and will be required to serve on active duty for 3 years following completion of the fellowship. This obligation is to be served concurrently with other obligated service. Orders assigning selected officers to fellowship positions will contain a contingency paragraph binding the member to this service requirement upon execution of the orders.

e. Utilization. Officers participating in the FEF and Hudson Fellowship programs will serve at least one tour in a validated subspecialty position in either politico-military affairs or strategic planning as soon as possible but not later than the second subsequent shore tour. The Deputy Chief of

Naval Operations (Plans, Policy and Operations) (N3/N5) will conduct a review of all Fellows within 2 months of reporting to the program and provide CHNAVPERS with a preferred billet for their subsequent utilization tour. Exceptions must be approved by CHNAVPERS (PERS-00). This policy will not be waived for personal preference. Utilization of Navy Federal Fellows will be tracked by CHNAVPERS (PERS-440). To assist in tracking and utilization, officers who complete a FEF or Hudson Fellowship will be awarded the additional qualification designator (AQD) of 240 (Politico-Military Fellowship) and the xx20S / 2000S subspecialty code (General Politico-Military Affairs/Strategy, Policy and Intelligence).

f. **Program Review.** The FEF program sponsor will convene an annual review board to recommend which institutions will continue their participation in the FEF program. The Secretary of Defense will review corporate nominees for SDF annually. Following the board's determination, the sponsor will decide how Navy's needs can be best served within funding constraints and allocate personnel to affordable fellowship opportunities. Program review will include liaison with appropriate subspecialty sponsors, Director of Naval Training (CNO (N7)) and CHNAVPERS (PERS-00). The program sponsor will then forward recommendations to Vice Chief of Naval Operations (VCNO)(N09) for final approval. Upon approval of VCNO, an OPNAVNOTE will be issued providing guidance for the selection process.

6. Action

a. **Secretary of Defense.** Sign fitness reports for officers completing the SDF program.

b. **VCNO (N09).** Approve FEF, Hudson, and SDF program fellowship positions on an annual basis.

c. **Deputy Chief of Naval Operations (DCNO) (Plans, Policy and Operations)(N3/N5)**

(1) Serve as program chairperson and primary program sponsor.

(2) Issue policy guidance through annual notices, instructions and other correspondence as required.

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(3) Determine on an annual basis which institutions will continue to participate in the FEF program and the tuition and Temporary Additional Duty (TAD) travel costs associated with each fellowship.

(4) Serve as chair for annual FEF program reviews in conjunction with Chief of Naval Operations (CNO) (N1, N8, and N7) to ensure the FEF program continues to support Navy requirements and to determine, in priority order, which fellowships should be made available for selection board action. Associated tuition and TAD funding costs and availability of funds should be included as factors in determining which fellowships should be made available for selection board action. Forward recommendations to VCNO for approval.

(5) Act as Fellowship Selection Board Sponsor.

(6) Notify respective institutions of selections made by the Fellowship Program Selection Board.

(7) Provide subsequent preferred shore-tour assignments in validated subspecialty positions to CHNAVPERS for all FEF and Hudson Fellowship officers within 2 months of their reporting to the program.

d. Director, Strategy and Policy Division (N51)

(1) Serve as administrator of the Fellowship programs.

(2) Serve as reporting senior for officers assigned to the FEF and Hudson Fellowship programs.

(3) Conduct a FEF and Hudson Fellowship program orientation and end-of-year seminar with Navy Fellows.

e. CHNAVPERS (PERS-00)

(1) Provide policy guidance for the program as a part of the overall Navy Service College Program.

(2) Review the FEF and Hudson Fellowship programs on an annual basis in conjunction with CNO (N3/N5, N8, and N7), and initiate appropriate detailing actions.

(3) Provide selection board members.

(4) Receive Fellowship program applications, conduct initial screening of applicants for completeness, and forward applications for selection board action.

(5) Maintain administrative responsibility for the Fellowship Selection Board.

(6) Following selection, provide details with notification of individual selectee status.

(7) Maintain records of selection board actions.

(8) Maintain an updated listing of all prior fellows.

(9) Track utilization of Federal Executive Fellows and Hudson Fellows, ensuring each serves a utilization tour during the first or second shore assignment following completion of the fellowship program.

f. DCNO (Resources, Warfare Requirements and Assessments)(N8). Review Fellowship programs on an annual basis in conjunction with CNO (N3/N5, N1, and N7).

g. Director of Naval Training (N7)

(1) Provide funding resources to support fully the FEF and Hudson Fellowship programs. Availability of funds will be determined during the annual FEF program review.

(2) Review the FEF program on an annual basis in conjunction with CNO (N3/N5, N8, and N1).

h. Chief of Naval Education and Training (CNET). Review the FEF program on an annual basis in conjunction with CNO (N3/N5, N8, N1 and N7).

ROBERT J. NATTER
Vice Admiral, U.S. Navy
Deputy Chief of Naval Operations
(Plans, Policy and Operations)

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Distribution:
SNDL Parts 1 and 2

APPLICATION PROCEDURES

1. Submit application for the Federal Executive Fellowship (FEF), Hudson Fellowship, and Secretary of Defense Fellows (SDF) programs by letter, via the appropriate chain of command, to CHNAVPERS (PERS-440) with a copy to the cognizant detailee. Include:

a. statement indicating the reasons for requesting consideration for the Fellowship program;

b. list of FEF institutions (in order of preference) to which applicant requests assignment as a Navy Fellow, if selected;

c. acknowledgment of the requirement to complete a utilization tour in politico-military affairs, strategic planning, or program planning during the first or second shore tour following participation in the FEF and Hudson Fellowship programs;

d. statement explaining the impact of a Fellowship assignment and utilization tour on the applicant's career progression.

e. comprehensive "curriculum vitae" similar to the example provided at enclosure (2); and

f. current biography.

Submission of the information contained in the curriculum vitae and personal biography is on a voluntary basis for the purposes stated in the Privacy Act statement (bottom of enclosure (2)). Failure to provide information, however, could hinder the applicant's chances for selection to the Fellowship program.

2. The Fellowship Programs Selection Board will convene in November or December to select candidates for the academic year commencing the following August. Applications are due to CHNAVPERS (PERS-440) in the early fall.

Enclosure (1)

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SAMPLE CURRICULUM VITAE

Commander D. J. Barber, USN
1110/030-30-3000
USS NEVERSAIL (CG 01)
FPO AP 98762-1234

Work Phone Number:
Home Address:
Home Phone Number:
Email address:

Present Position:
Executive Officer

Educational Background:
University of California at Berkeley, Berkeley, CA, 1978-1982
-- B.A. in Political Science, Magna Cum Laude
Naval Postgraduate School, Monterey, CA, 1990-1992
-- MS in National Security Affairs, Strategic Planning,
Graduated with Distinction

Military Education:
As appropriate

Professional Background:

1982	Commissioned NROTC UCAL Berkeley
1982-1984	USS DDG, Main Propulsion Assistant
1984-1986	USS MSO, Executive Officer/Navigation
1986	Naval Destroyer School, Department Head Course, Graduated with Distinction
1986-1988	USS DDG, Weapons Officer
1988-1990	USS ATF, Commanding Officer
1990-1992	Naval Postgraduate School
1992-1995	Staff Plans Officer OPNAV Staff, Strategic Concepts Branch (N513) Washington, D.C.
1995	USS NEVERSAIL, Executive Officer

Professional Qualification:
- Qualified and Screened for Commander Command at Sea,
Surface

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- Qualified TAO, SWO, EOOW
- Proven Subspecialty in Politico-Military/Strategic Planning XX28Q
- Member Phi Beta Kappa Honor Society

Awards:

Navy Commendation Medal with "V"

Navy Achievement Medal

Publication/Articles/Papers:
(If applicable)

Other Relevant Experience:

Subspecialty and-Other Future Shore Assignment Goals:

BIOGRAPHY (include on separate page)

****Privacy Act Statement****

1. Authority: 5 U.S.C. 301, Departmental Regulations and E.O. 9397.
2. Principal purpose: For use by the annual Federal Executive Fellowship Selection Board as an aid in determining the best qualified/eligible applicants for selection to the Federal Executive Fellowship Program.
3. Routine use: Used in the FEF program selection process by the Federal Executive Fellowship Selection Board that is convened annually in November or December by the Chief of Naval Personnel.
4. Mandatory or voluntary disclosure and effects of individual not providing information: Disclosure is voluntary; however, failure to provide the information may hinder the applicant's chances for selection to the FEF program.

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Enclosure (2)